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Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .49 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, Registration Unit, Criminal Division, U.S. Department of Justice, Washington, D.C. 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, D.C. 20503.

*Furnish this exhibit for EACH foreign principal listed in an initial statement  
and for EACH additional foreign principal acquired subsequently.*

1. Name and address of registrant Development Counsellors International 461 Park Ave. South NY, NY 10014		2. Registration No. 4777
3. Name of foreign principal Costa Rican Investment and Trade Development Board	4. Principal address of foreign principal 000	
5. Indicate whether your foreign principal is one of the following type:  <input type="checkbox"/> Foreign government  <input type="checkbox"/> Foreign political party  <input type="checkbox"/> Foreign or <input type="checkbox"/> domestic organization: If either, check one of the following:  <input type="checkbox"/> Partnership  <input type="checkbox"/> Corporation  <input type="checkbox"/> Association  <input type="checkbox"/> Committee  <input type="checkbox"/> Voluntary group  <input checked="" type="checkbox"/> Other (specify) <u>non-governmental organization</u>  <input type="checkbox"/> Individual—State his nationality _____		
6. If the foreign principal is a foreign government, state:  a) Branch or agency represented by the registrant.  b) Name and title of official with whom registrant deals.		
7. If the foreign principal is a foreign political party, state:  a) Principal address  b) Name and title of official with whom registrant deals.  c) Principal aim		

8. If the foreign principal is not a foreign government or a foreign political party,

a) State the nature of the business or activity of this foreign principal

Promote economic development in Costa Rica

b) Is this foreign principal

Owned by a foreign government, foreign political party, or other foreign principal ..... Yes ☐ No ☒

Directed by a foreign government, foreign political party, or other foreign principal ..... Yes ☐ No ☒

Controlled by a foreign government, foreign political party, or other foreign principal ..... Yes ☐ No ☒

Financed by a foreign government, foreign political party, or other foreign principal ..... Yes ☒ No ☐

Subsidized in whole by a foreign government, foreign political party, or other foreign principal ..... Yes ☐ No ☒

Subsidized in part by a foreign government, foreign political party, or other foreign principal ..... Yes ☒ No ☐

9. Explain fully all items answered "Yes" in Item 8(b). (If additional space is needed, a full insert page may be used.)

Promote economic development in Costa Rica

10. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

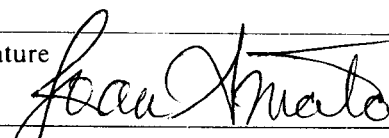
Date of Exhibit A

1/5/99

Name and Title

Joan Amato, Controller

Signature



INSTRUCTIONS: A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements; or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. This form shall be filed in triplicate for each foreign principal named in the registration statement and must be signed by or on behalf of the registrant.

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Name of Registrant  
Development Counsellors International LTD.

Name of Foreign Principal  
Costa Rican Investment and Trade Development Board

Check Appropriate Boxes:

1. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach three copies of the contract to this exhibit.
2. ☐ There is no formal written contract between the registrant and foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach three copies of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.
3. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, the fees and the expenses, if any, to be received.

4. Describe fully the nature and method of performance of the above indicated agreement or understanding.

To Publicize Costa Rican Investment and Trade Development Board in the US  
their public relations efforts to interest U.S. companies to invest in  
Costa Rica

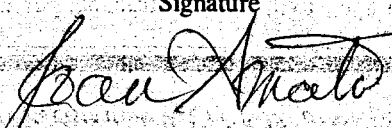
5. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

To interest U.S. Companies in investing in Costa Rica.

6. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act?<sup>1</sup>  
Yes ☒ No ☐

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose.

To interest U.S. Companies in investing in Costa Rica.

Date of Exhibit B	Name and Title	Signature
1/5/99	Joan Amato, Controller	

<sup>1</sup>Political activity as defined in Section 1(o) of the Act means the dissemination of political propaganda and any other activity which the person engaging therein believes will, or which he intends to, prevail upon, indoctrinate, convert, induce, persuade, or in any other way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.



Development Counsellors International 461 Park Avenue South, New York, NY 10016  
Phone (212) 725-0707 Fax (212) 725-2254 E-mail econdev@dc-intl.com / tourism@dc-intl.com

March 21, 1997  
(Via Fax: 964-1969)

Mr. Armando E. Heilbron  
Executive Director  
Costa Rican Investment and Trade Development Board  
90 West Street, #614  
New York, NY 10006

Re: Revised/Proposal/Agreement for DCI/CINDE "Prove It Works"  
Marketing Program

Dear Armando:

I'm writing to you following our Wednesday meeting with Gabriela and yourself, in our offices.

Here are DCI's revised recommendations on how to proceed on a six month, results-oriented marketing program for CINDE:

I. The Objective

The overriding objective will be to generate "leads" from potential investors by projecting an accurate and updated image of Costa Rica's business opportunities.

A "lead" will be operationally defined as a <sup>\*</sup>company anticipating an expansion or relocation in the next two years that would be an appropriate match for Costa Rica. Only companies that would anticipate exporting the majority of its product or service from Costa Rica will be considered viable "leads".

DCI will utilize a range of established marketing techniques including editorial placement, direct mail, telemarketing and the arrangement of face-to-face meetings to demonstrate early successes of this preliminary six month marketing program.

*T. M.*  
*\* decision maker and/or influencer of a ...*

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## II. The Program: Six Recommended Elements

During our 37 years in economic development marketing, DCI has come to believe not in vague "image projections", but in specific projects with measurable objectives and results. The following are seven recommended projects that we believe will yield significant returns for both Costa Rica and CINDE.

### A. Getting Started: Introductory DCI Visit to Costa Rica to Identify the Right Stories and the Right Media Targets

A key starting point for the program would be a 2-3 day site visit by the DCI account service team to interview key public and private sector representatives, fully define and document story themelines and assess potential spokespersons for the program.

Equally important, this visit would jointly develop and finalize CINDE's "most wanted" list of media targets -- specific editors/reporters at the major media outlets detailed previously.


Target: Conduct 2-3 day visit by DCI staff to Costa Rica to define both the story and media targets.

### B. Bringing the Business Media to Costa Rica: Press Trip to Coincide with Intel Groundbreaking (mid-April)

There is no substitute for actually seeing the product. Hence, a core public relations activity will be a carefully managed program of both group and individual media visits.

We would conduct a press trip of 4-6 key editors/writers in mid-May to coincide with the Intel groundbreaking and arrange individual visits by at least 2 other journalists.


With CINDE's involvement and approval, a list of 20-25 "most wanted" journalists will be developed at the start of the program. These journalists will be pro-actively pursued for visitation to Costa Rica.

 wanted list. Target: Direct Intel Groundbreaking press trip with 4-6 journalists from "most participating; Arrange additional visits by at least two other journalists.

C. Bringing Costa Rica/Intel to Major Media Centers (New York)

If you can't bring "Mohammed to the Mountain" (and quite often the demanding schedules of key journalists will not permit an extended overseas visit), we need to bring "the Mountain to Mohammed."

We strongly urge teaming CINDE and Intel Senior Spokespersons for a series of interviews with key media outlets in New York. Target outlets would include: 1) Major Dailies (The Wall Street Journal, The New York Times, Journal of Commerce); 2) General Business Publications (Forbes, Fortune, Business Week, The Economist); 3) Electronics Trade Publications (i.e. Electronic Buyers Network, Electronic Business); Major Broadcast Outlets (i.e. CNN, CNBC, National Public Radio).



Target: Conduct New York media tour with 5-7 DCI-arranged interviews with the right journalists. *from "most wanted" list.*

D. Silicon Valley Mission

DCI would assist in making the Presidential Visit to the Silicon Valley a dramatic success by: 1) Arranging a series of 3-5 high-level media appointments for the President Figueres and other dignitaries participating in the trip; 2) Utilizing both direct mail and telemarketing to ensure that the "people who count" (senior corporate executives with site selection responsibilities) attend the Intel-sponsored special event. The target would be to attract representation from at least 25 companies; 3) Explore speaking engagement for President Figueres at San Francisco's Commonwealth Club.

Target: Assist CINDE in making the Silicon Valley Mission a dramatic success.

E. Model Direct Mail Program

During the initial contract period, DCI would design and implement a model direct mail/telemarketing program that could be expanded in a subsegment program.

More specifically, DCI would: 1) Design a simple yet innovative direct mail package specially tailored to Costa Rica; 2) Develop a preliminary list of 250-300 companies based in the New York Metropolitan area; 3) Mail to 75-100

companies per month from the target list, 4) Follow-up with each company by telephone, explore potential interest in Costa Rica, and where appropriate, attempt to schedule an appointment with Mr. Heilbron to explore investment possibilities.



Target: Develop and implement one model direct mail program; personally contact 250-300 targeted companies by mail/telephone, achieving at least 25 responses.

F. Site Selection Consultant Tour

With site selection consultants becoming increasingly important in site selection decisions (due to increased "outsourcing" of this role), it is essential that you develop strong relationships with these firms (Deloitte and Touche/Fantus, The Wadley Donovan Group, Fluor-Daniel, Arthur Andersen Consulting, etc).

DCI would arrange a full day itinerary of appointments for you and your CINDE colleagues in the New York area.

Target: Arrange a series of 5-7 meetings with New York area site selection consultants.

G. Ongoing Editorial Placement Efforts

Beyond these specific projects, we would seek to develop a continuing stream of quality editorial opportunities (2-3 per month) and successfully position Costa Rica in appropriate economic development trend stories. Our focus would be on national news outlets (including those detailed in Section C), the economic development trade press (building upon the excellent progress you have already made with this group) as well as the electronics trade press.



Target: Manage ongoing editorial placement program; generate 2-3 opportunities for story placement each month. from "most wanted" list.

III. The Timeline

We have designed this effort as a six-month program to begin on April 1, 1997 and continue through September 30, 1997.

IV. The Budget

A projected budget based on a six month program is divided into two elements: professional fees and projected out-of-pocket expenses. The latter item involves considerable variation but represents our current estimates based on recent experience. Your organization would pay only for actual expenses; in this particular project DCI would not charge mark-up on any expense items.

Payments by the client will be made each month following written billing by DCI at the beginning of each month; out-of-pocket expenses will be billed when they occur. Payment is requested within 15 days of billing. A complete budget is provided below:

PROGRAM BUDGET

I. Professional Fees

-- DCI Time Costs for Program Design and Execution (\$6,000/month x 6 months)	\$ 36,000
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II. Ongoing Program Expenses

-- Ongoing Communication Expenses Expenses; telephone, faxes, copying services, overnight delivery/messenger services, local transportation, etc. (\$250/month x 6 months)	\$ 1,500
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-- DCI Travel to Costa Rica; Initial orientation; air, lodging, and ground transportation (\$1,200/visit x 2 Staff Members)	\$ 2,400
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-- DCI Travel to San Francisco for Silicon Valley Mission; air, lodging, and ground transportation (\$950/visit x 1 Staff Member	\$ 2,000
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-- Journalist Visitation to Costa Rica; air, lodging and ground transportation (\$950/visit x 6 subsidized visits)	\$ 7,200
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-- Miscellaneous and Contingencies, (@15% of program costs)	\$ <u>1,900</u>
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Program Expense Subtotal	\$ 15,000
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PROGRAM TOTAL	\$ 51,000
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V. Cancellation Clause

This agreement may be canceled by either party for any reason whatsoever upon 30 days written notice to the other.

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VI. Measuring Success: Recommended Targets

Based upon our recent discussion, we would suggest the following tools and targets be employed to measure the success of DCI's progress for CINDE:

1) Identification/Generation of "Leads": based upon the work plan described previously, we would target the identification/generation of 10<sup>\*</sup> "leads" over the course of this six-month program.

*mm* \* new "leads" as defined by I. page 1 and generated by DCI.

2) Advertising Equivalency: we would seek to achieve a minimum 2 to 1 return of investment or \$100,000 worth of advertising equivalency over the course of the 6 month program, thus making the return on the total investment in the \$450,000 to \$500,000 range.

VII. The DCI Track Record

You already have a considerable amount of descriptive material on DCI. What it boils down to are the following key points:

- We are the only firm specializing rather than sidelining in economic development marketing;
- In the past 37 years we have worked with more than 200 development organization including strong experience outside the U.S. in Australia, Asia, Africa, Canada, Europe, and especially the Caribbean;.
- Because of the nature of our specialty is uniquely well known within the business press and maintains a database of more than 2,000 individual editorial contacts;
- Highly successful experience with Intel via our work with the Rio Rancho Economic Development Corporation.

VIII. The Next Step

At this point, we hope you've gathered that we not only want to work with and for you but believe we have a unique degree of experience in the specialized area.

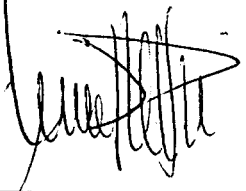
The simplest way of doing this would be to sign and return one copy of this combination proposal and agreement in either its original or mutually-agreed upon revised form.

On a less formal note, I think we're dead right for the job you need done now.

Respectfully submitted

*A. M. Levine, Chairman, I.I.*

Andrew T. Levine  
President



Accepted \_\_\_\_\_

Date 3 / 21 / 97